

One World One Hope

The Millennium Development Goals is Common Vision and Global Commitments

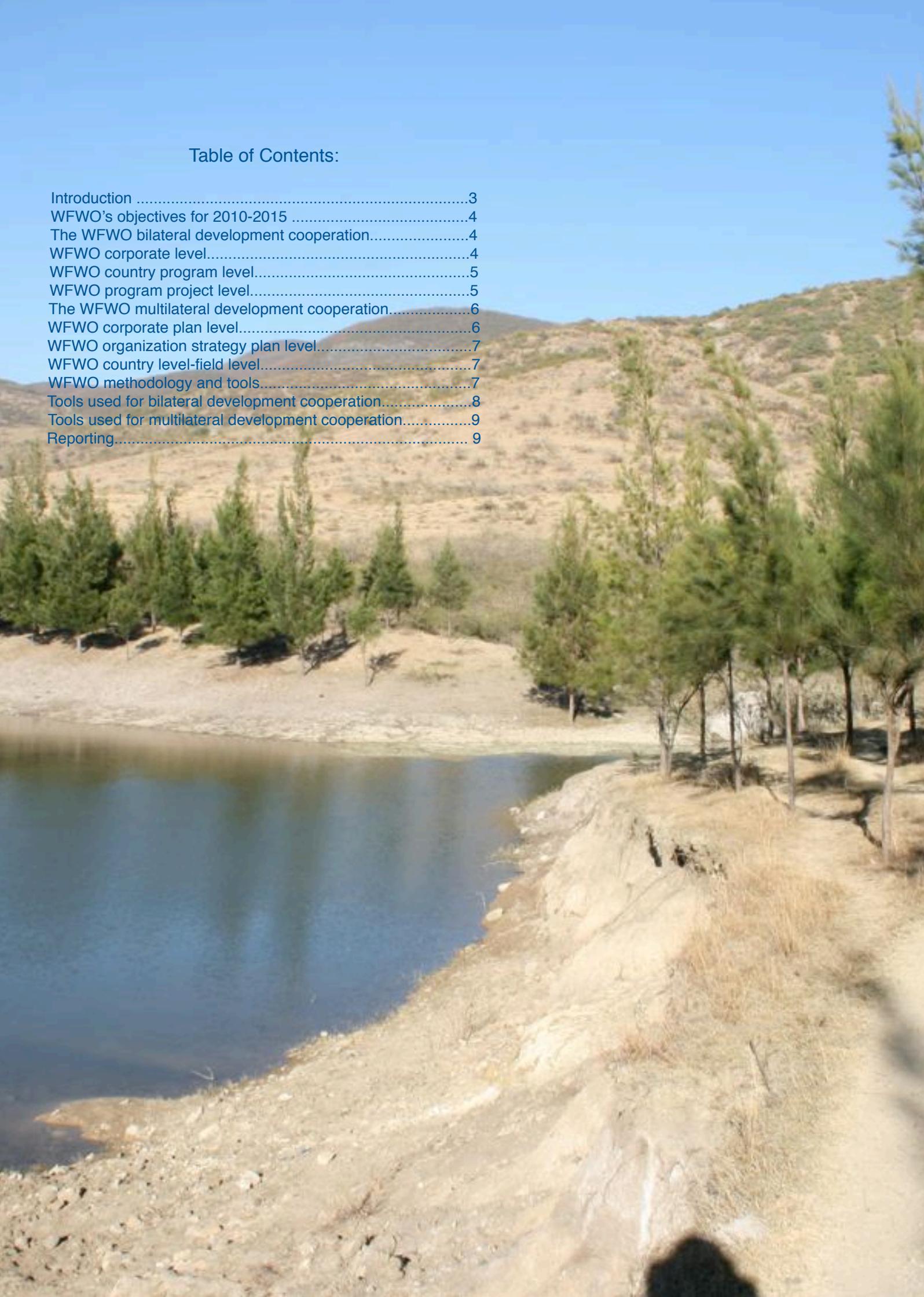


**PERFORMANCE MANAGEMENT FRAMEWORK FOR
WFWO DEVELOPMENT COOPERATION AND TASK
FORCE OF RESOURCE MOBILISATIONS 2010-2015**



Table of Contents:

Introduction	3
WFWO's objectives for 2010-2015	4
The WFWO bilateral development cooperation.....	4
WFWO corporate level.....	4
WFWO country program level.....	5
WFWO program project level.....	5
The WFWO multilateral development cooperation.....	6
WFWO corporate plan level.....	6
WFWO organization strategy plan level.....	7
WFWO country level-field level.....	7
WFWO methodology and tools.....	7
Tools used for bilateral development cooperation.....	8
Tools used for multilateral development cooperation.....	9
Reporting.....	9



PERFORMANCE MANAGEMENT FRAMEWORK FOR WFWO DEVELOPMENT COOPERATION AND TASK FORCE OF RESOURCE MOBILISATIONS 2010-2015

1. INTRODUCTION

The commitment of donors and members countries of the United Nations to achieving the Millennium Development Goals (MDGs), and subsequent international agreements at Monterrey (Conference on Finance, 2002) World Summit on sustainable development, Johannesburg 2002, Rome (Conference on Harmonization, 2003), Marrakech (Conference on Managing for Results, 2004) and Paris (Conference on Aid Effectiveness, 2005), have increased the focus on setting goals and objectives for Overseas Development Assistance (ODA). The Monterrey Consensus established shared responsibility among donors and partner countries to improve development results, while the Joint Marrakech Memorandum outlined five principles for a harmonized approach to managing for results. The Paris Declaration has confirmed and further specified the mutual commitments of donors and partners to improve aid effectiveness by increasing the focus on results. The most recent “Conference on World Financial and Economic Crisis held in United Nations, New York June 2009 “urged concerted action to tackle other crises hovering in the background, such as global warming, food insecurity, fuel and clean water shortages, and humanitarian emergencies”, in order to implement the Millennium Development Goals Objectives by 2015.

In line with international commitments, WFWO has since 2008 established and continuously developed a comprehensive Performance Management Framework (PMF) for WFWO’s development cooperation focusing on programs and established in 2009 an International Task Force of Resource Mobilizations Team (RMT). The objectives pursued by the WFW/PMF/RMT are to:

- (i) Enhance the quality of WFWO development cooperation through stronger focus on results of the Resource mobilisations Team Task Force;
- (ii) Improve management and continuous learning, through better information and reporting on the activities of the WFWO in the field;
- (iii) Strengthen accountability through performance assessments and measurement in the context of an increasingly decentralised management structure to support the Resource Mobilisations Task Force and WFWO funding programs.

The development of the WFW/PMF/RMT is part of a larger internal reform of the management of WFWO development cooperation, which also includes far-reaching decentralisation of bilateral and multilateral development cooperation.

The PMF systematically focuses on results with a view to providing performance information for management decisions that optimises value for money and ensures the prudent use of human and financial resources in support of the overall objective of poverty reduction. The performance information creates a basis for timely and relevant decisions and/or corrective action at all levels in WFWO and hence improves the internal and external management and the decision-making process. By encouraging the formulation of clearer objectives, better documentation of results and systematic monitoring of progress towards achieving these, the PMF helps WFWO and financial partners to strengthen the effectiveness of policies and programs.

The WFWO continuously works to harmonise performance management and monitoring with other donors, financial partner and with local NGO’s and communities in the developing countries where we operate, the capacity to improve national monitoring systems by improving the quality of objectives, targets and indicators to achieve our common objectives.

The WFWO and External Monitoring and Evaluation Team (EMET), a series of tools and methodologies have been developed to measure, assess, monitor and improve performance and accountability, and will be further consolidated during the coming years.

The WFWO's framework presented below is structured into a number of sections covering the following issues: the objectives to be achieved during 2010 – 2015. An overview of the PFM/RMT for bilateral and multilateral development cooperation, specifying objectives, expected reporting and the sources of information for the strategy plan of the RMT and programs Performance Reviews to be undertaken during 2010-2015.

2. WFWO'S OBJECTIVES FOR 2010 – 2015

As a comprehensive PMF/RMT has been developed during the recent five years, the key challenge for the coming years will be to consolidate and further refine the framework as per strategy plan of action and RMT/Task Force.

The *overall objectives* for 2010 - 2015 are:

- Performance Management Framework for WFWO/RMT bilateral development cooperation consolidated for the resource mobilisations aspects for funding of programs.
- Performance Management Framework for WFWO/RMT multilateral development cooperation programs to achieve our common objectives.

Mid-term objectives are:

- Further integration of performance information generated by reviews in the Annual Performance Report of the WFWO/OT/RMT as per Terms of Reference.
- Further development and refinement of multilateral performance management tools, including organization strategies and action plans and terms of reference.

Progress towards achieving these objectives will be documented in the Annual Performance Report prepared by WFWO/OT/RMT covering the period 2010 and 2011. Annual Results of resource mobilisations funded programs for this period will outline the contribution of each of these to achieving the objectives as per strategy plan.

3. THE WFWO BILATERAL DEVELOPMENT COOPERATION

WFWO's PMF/OT/RMT for bilateral cooperation focuses at four levels:

1. WFWO Corporate level.
2. WFWO Country program at field level.
3. WFWO' Emergency Operation Program level.
4. WFWO's Communication for Sustainable Development

The WFWO/PMF/OT/RMT/EMET draws on a combination of qualitative methods (performance reviews, sector reviews, evaluations) and quantitative methods (e.g. monitoring of indicators) to track progress. An overview of tools and responsibility for reporting relating to each of the levels.

3.1 WFWO CORPORATE LEVEL

The WFWO/ PMF/RMT at *corporate level* enables WFWO to assess overall progress towards:

- 1) Reaching the aim of poverty reduction in the program in developing countries in order to implement the MDGs:
 - Eight Millennium Development Goals (MDGs)
 - Sustainable Development Programs and objectives defined in Strategy Plan
 - Resource Mobilisations mechanism for funding of programs
 - Strengthen Communications for Sustainable Development

2) Making progress towards achieving objectives regarding cross-cutting issues:

- Sustainable development program
- Poverty
- Gender equality
- Education
- Health
- Environmental concerns
- Good governance
- Public awareness on global issues

3) Improving aid effectiveness

- Support to alignment and Poverty Reduction Strategy processes in partner countries and local communities and NGO's partners
- Support and develop an efficient Emergency First Aid response program
- Resource mobilisations mechanism for funding a programs

Progress towards achieving the Millennium Development Goals (MDGs) and objectives defined in Poverty Reduction Strategies in developing countries is the combined result of national efforts and bilateral contribution and cooperation of developed countries, and is highly influenced by external factors such as global trade policies and overall economic development. As WFWO support a mechanism are moving further towards sector program support the MDGs objectives, it is becoming increasingly difficult to prove a direct cause-and-effect relationship between WFWO input and achievement of poverty reduction objectives as reflected by outcome and impact indicators to implement the MDGs, only through analysis of the various performance information (e.g. performance reviews) will indicate how WFWO is contributing towards reducing poverty and MDGs objectives.

WFWO in addition to the objectives stated, it represents a future challenge to develop the tools necessary to assess progress with regard to priority themes such as Education, Health, Emergency operation, HIV/AIDS and children and youth, and achievement of objectives defined for other important areas such as indigenous peoples, and private sector development to contribute to developing countries to implement the MDGs objectives.

Responsibility for monitoring

WFW/EMET has overall responsibility for the monitoring of progress at corporate level. Performance information across the program countries. The Operation Team (OT) will add the input of a summary of the information in WFWO's annual report.

3.2 WFWO COUNTRY PROGRAM LEVEL

Performance monitoring at *country program level* enables WFWO to review progress against the objectives, targets and indicators defined in country strategies and results.

Responsibility for monitoring

The EMET/WFWO/OT is responsible for commissioning country evaluations, published in evaluation reports, undertakes Performance Review in each of the program as terms and conditions and terms of reference, and according to needs. Thematic Performance Reviews across countries are conducted upon request from the WFWO management.

The EMET/WFWO/OT will add the in input of a summary of the information in WFWO's annual report.

3.3 WFWO PROGRAM AND PROJECT LEVEL

Performance monitoring at *program and project level* enables WFWO and partners to track progress and verify results against stated objectives and expected results defined in program and project documents jointly prepared in close cooperation with local partners and other donors. Monitoring systems must be in place in all programs and projects before implementation is initiated.

Responsibility for monitoring

It is the responsibility of the EMET/WFWO/OT together with relevant partners to ensure that monitoring systems are in place in all programs and projects funded by WFWO and its financial partners.

The day-to-day monitoring at program and project level is the responsibility of the EMET/WFWO/OT and program management under the supervision of the WFWO management together with relevant partners.

4. THE WFWO MULTILATERAL DEVELOPMENT COOPERATION

WFWO/PMF/RMT for multilateral cooperation focuses at three levels:

1. WFWO Corporate level.
2. WFWO Organization level
3. WFWO Country level (field level)

4.1. WFWO CORPORATE PLAN LEVEL

The WFWO/PMF/RMT at *corporate level* enables WFWO to assess:

1. Overall progress towards reaching the aim of poverty reduction through the multilateral organizations partnership agreements.
2. The contributions by the multilateral organizations towards achieving objectives regarding cross-cutting issues to implement the MDGs:
 - Sustainable development programs
 - Poverty
 - Gender equality
 - Education
 - Health
 - Environmental concerns
 - Good governance
3. The contribution by the multilateral organizations to improving aid effectiveness
 - Support and contribute to the to alignment and Poverty Reduction Strategy processes in partner countries to implement the MDGs objectives.
 - Support and contribute to the Emergency operations First Aid response
 - Resource mobilisation mechanism for funding of programs

It may be considered in the future to synthesise a paper outlining the key policy principles underlying WFWO multilateral development cooperation, as well as the various aid, including resource mobilisation mechanisms applied in the practical implementation of these principles as per WFWO/RMT Task Force.

Responsibility for monitoring

Monitoring at corporate level focuses on the above overall objectives and how they feed into progress towards accomplishing the MDGs or impact and outcome indicators in MDGs report. As these are internationally shared goals and shared results, it will not be possible to demonstrate specific WFWO contribution at this level, only to indicate that WFWO support has contributed to the fulfillment of the objectives of the organization in the relevant areas as per strategy and plan.

4.2. WFWO ORGANIZATION STRATEGY PLAN LEVEL

WFWO's Multilateral partners representations and relevant formulate an organization strategy for each of the major multilateral organizations, defining the WFWO strategic priorities for the organization. While the organization strategy covers a five-year period, annual action plans define objectives, targets and indicators to be achieved during the year.

Most multilateral organizations have their own performance assessment and monitoring systems to track results against the goals set out in their own strategies and action plans, and WFWO routinely receives information that documents progress against the objectives, targets and indicators set out by the organizations themselves. In line with commitments to reduce transaction costs and saving time and resources on development cooperation, WFWO is interested in increasingly relying on performance reporting provided by multilateral agencies or NGOs partners to meet its information needs for management and accountability for multilateral development cooperation.

In order to supplement the information provided by the reporting on annual action plans and by the organizations themselves, WFWO also draws on the information generated in the context of High-Level Consultations between parties involved on the program and by the assessment forms filled in by multilateral representations and relevant operation team.

The WFWO/OT/EMET is in the process of piloting a "New approach to evaluating multilateral organizations" based on the principle that evaluations of multilateral organizations should be based upon the evidence and documentation produced by the organizations' own monitoring and evaluation systems.

Responsibility for monitoring

Multilateral representations and relevant WFWO/OT/EMET are responsible for the management of all organization-specific performance information relating to multilateral organizations.

The WFWO/OT/EMET is responsible for commissioning studies of the evaluation capacity of the organizations.

4.3. WFWO COUNTRY LEVEL - FIELD LEVEL

At country level, the multilateral organizations such as NGOs, CBOs local communities or field offices in charge of the program are governed by their cooperate goals. As per terms of reference. The performance at country level may, however, vary from country to country, and various systems to assess the country-level performance are established both by the organizations themselves and by bilateral donors or by the local partners.

WFWO participates together with like-minded donors and financial partners in the *Joint donor assessments* of multilateral organizations effort at country, which usually focuses at local partners organizations in the countries every year. To supplement this information, in program countries make annual assessments of the field-level performance of the most important multilateral organizations partner operating in the country.

5. WFWO METHODOLOGY AND TOOLS

The WFWO performance management framework for bilateral and multilateral development cooperation includes a series of tools, which combine quantitative and qualitative information. The purpose of the multi-faceted framework is to benefit from the complementarity of the various tools and avoid relying on a single source of information.

5.1. TOOLS USED FOR BILATERAL DEVELOPMENT COOPERATION

Country strategies define the strategic objectives for the development cooperation with each of the program countries, usually for a five-year period. Joint Assistance Strategies with other donors partners are currently being prepared on a pilot basis in program countries.

High-Level Consultations between OT/MFA and the government of partner countries are undertaken every year or as need arises to review the status and perspectives of the WFWO development cooperation with the partner country based on the country strategy.

WFWO Operation Team will provide an Annual Business Plan OT/APA, defining the results to be achieved by the country or local NGO's, CBO's and by the local communities on an annual basis. The Plan lays down annual indicators for program development and sets targets for commitments and disbursement, unsettled accounts and activities.

Country assessments of Country Program. The assessments address the progress towards achieving overall objectives of the country strategies, objectives relating to cross-cutting issues and priority themes, harmonisation and alignment objectives and progress of each of the major programs.

Program and project reviews analyse technical aspects of the individual project or program. These are normally carried out annually, as per agreed terms of reference and the APA, by the Technical Advisory Review Committee of WFWO or by external Expert consultants working in close cooperation with the relevant authorities in partner countries. In recent years, more reviews are being carried out jointly with other donors co-financing partners involved in the program.

Sector assessments are made jointly between the review team leader and the WFWO's managements after reviews of all major programs. The assessments address the progress towards achieving the objectives of the programs, objectives relating to cross-cutting issues and priority themes, and harmonisation and alignment objectives.

Day-to-day monitoring at program and project level is the responsibility of the program management under the supervision of the WFWO/EMET/OT together with relevant partners. The WFWO/EMET/OT must ensure that in all programs and projects an adequate monitoring system has been established before implementation starts.

Performance Reviews assess whether each country program and its management, including financial management, are on track with regard to stated goals, plans and procedures, issuing recommendations on any adjustments required. Performance Reviews are the key quality assurance instrument to assess whether WFWO/OT/PMF tools are used consistently. Performance Reviews are undertaken approximately every third year or according to needs in all program countries. Thematic Performance Reviews across countries are conducted upon request from the WFWO's management.

WFWO/EMET/OT Evaluations provide independent and in-depth analyses of selected activities, such as a particular program, a sector, a country program, aid modalities (i.e. budget support, humanitarian aid, Grant etc.) or certain selected themes cutting across sectors and countries. Country program evaluations are in-depth analyses of the results of the country programs as seen in the context of general national development processes in partner countries, NGOs, local communities.

Program and project completion reports are prepared by the WFWO Expert Consultants Team upon completion of all activities (including completion of each phase of a long-term program).

5.2. TOOLS USED FOR MULTILATERAL DEVELOPMENT COOPERATION

Performance information *generated by the monitoring systems of the organizations themselves* is reported in their annual reports and shared with WFWO and other donors in the inter-governmental bodies of the multilateral organizations including local NGO's and CBO's.

Perception analyses of the performance of multilateral organizations at country level are carried out by WFWO partner in program countries.

Evaluations/assessments of multilateral organizations performance reporting systems are carried out jointly with other donors or co financing partners to provide the basis for support to the strengthening the capacity of the organizations to provide high-quality performance information themselves to achieve its objectives.

6. REPORTING

Performance information generated by the OT/PMF enhances the quality of WFWO related to the development cooperation through stronger focus on results. It serves internal management purposes by providing timely and reliable information on progress of activities, and it ensures accountability and reporting to external stakeholders and financial partners.

External reporting on results, progress and constraints in the management and provision of WFWO related to the development cooperation is done in the Annual Performance Report. The report provides documentation and analysis of the information generated by the various performance management tools and highlights the issues, which will have to be addressed in the future to keep increasing the quality and effectiveness of development cooperation.

Evaluation reports present findings and recommendations relating to in-depth analyses of selected topics and themes.

Internal reporting on performance information at country level includes Performance Review reports, which are shared with all financial partners and WFWO's Team. Also APA reports, including country assessments, are available to WFWO internal team.

At program and project level, review reports, sector assessments, and completion reports are produced and accessible to WFWO's internal and external Expert Consultants Team.

Reporting to the Board Directors and Resource Mobilisations Team Committee on findings programs Performance Reviews takes place once a year.

WFWO s Executive Board Directors, Operation Team and Resource Mobilisation Team, is informed annually about the development of bilateral cooperation in each of the country program. The Board receives reporting on the achievement by the multilateral organizations on the indicators included in the action plans, and also receives an annual report on the evaluations undertaken by WFWO/OT/EMET.



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